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ABSTRACT

This document presents the Ohio Integrated Technical and Academic Competency profile for sports marketing. The profile is to serve as the basis for curriculum development in Ohio's secondary, adult, and postsecondary programs. The profile includes a comprehensive listing of 999 specialty key indicators for evaluating mastery of 113 competencies in the following 17 areas: the sports industry; economics; communication and interpersonal skills; business ethics; business law; professional development; business, management and entrepreneurship; distribution; finance; marketing-information management; pricing; product/service management; promotion; selling; sports marketing operations; event marketing operations; and business-related technology skills. The competencies are organized so that they can be used in a modular curriculum development approach. The occupational skill competencies reflect the job opportunities and skills required to work in the sports marketing profession. Key academic, employability, and information technology skills have been integrated throughout the list to support the technical skills presented. A brief overview of the sports marketing field is included. (AJ)

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Sports Marketing

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Overview

Sports Marketing

Whether you create commercials for the Super Bowl, determine the price of seats in a stadium, or choose between offering a 5K or 10K race, you are participating in the exciting world of sports marketing. Sports marketing means applying marketing principles such as product management, pricing, distribution, and promotion, to the growing world of sports.

The sports industry is the eleventh largest industry in the United States. More than 10 billion is spent every year on sports advertising. There is a huge demand for sports broadcasting, and because of that demand, we have seen exceptional growth in broadcasting, including the development of sports specific channels and sports specific pay-per-view broadcasting. Employment estimates indicate that there are approximately 4.4 million sports-related jobs in marketing, entrepreneurship, administration and media.

Marketing careers in the sports industry are exciting and dynamic. No game is played exactly like the last game. There are winning seasons and losing seasons. The weather may be perfect or horrible. This creates an ever-changing product and requires that people working in the sports industry be flexible and adapt quickly to change. There are many jobs in this field including sports agents, sports facility managers, sports publicists, sales manager, and marketing director and many others.

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Units of Sports Marketing

01.00.00	The Sports Industry
02.00.00	Economics
03.00.00	Communication and Interpersonal Skills
04.00.00	Business Ethics
05.00.00	Business Law
06.00.00	Professional Development
07.00.00	Business, Management, and Entrepreneurship
08.00.00	Distribution
09.00.00	Finance
10.00.00	Marketing-Information Management
11.00.00	Pricing
12.00.00	Product/Service Management
13.00.00	Promotion
14.00.00	Selling
15.00.00	Sports Marketing Operations
16.00.00	Event Marketing Operations
17.00.00	Related Business Skills: Technology

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Sports Marketing

01.00.00 The Sports Industry

01.01. 00	**Analyze the nature of sports**	
	Key Indicators-Specialty:	
01.01.01	Discuss the types of sports	
01.01.02	Analyze the growth of sports	
01.01.03	Analyze trends in sports consumption	
01.01.04	Describe the level of participation in sports	
01.01.05	Analyze the cultural and social roles of sports in America	
01.01.06	Analyze the concept of sports as "entertainment"	
01.01.07	Analyze the concept of sports as a business	
01.02.00	**Examine the sports industry**	
	Key Indicators-Specialty:	
01.02.01	Analyze the national and international sports industry	
01.02.02	Examine the structure of the sports industry	
01.02.03	Identify cultural, social, and environmental issues that impact the sports industry	
01.02.04	Identify the impact of media coverage on the growth of the sports industry	
01.02.05	Describe the impact of sports-specific media on the sports industry	
01.02.06	Research the size and growth of the sports industry	
01.02.07	Identify trends in the sports industry	
01.02.08	Describe the opportunities in sports marketing careers	
01.03.00	**Examine the recreational, amateur, collegiate, and professional sports segments**	
	Key Indicators-Specialty:	
01.03.01	Examine the governing bodies	
01.03.02	Examine the impact of success on team marketing	
01.03.03	Describe the impact of individuals' image and behavior on marketing strategies	
01.03.04	Discuss trends and issues	
01.03.05	Describe the organizational structure of each segment	
01.03.06	Discuss the economic impact of the segments	
01.03.07	Describe the differences in participants and consumers in the industry segments	
01.04.00	**Describe the unique nature and importance of the Olympics**	
	Key Indicators-Specialty:	
01.04.01	Identify the economic, social, and cultural role and impact of the Olympics	
01.04.02	Identify the impact of hosting the Olympics	

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01.04.03	Describe the financing of the Olympics
01.04.04	Discuss the role the Olympics play in sports marketing
01.04.05	Explain the role and scope of Olympic sponsorships
01.04.06	Describe ambush marketing and its impact on Olympic sponsorships
01.05.00	**Analyze the sports marketing industry**
	Key Indicators-Specialty:
01.05.01	Define sports marketing
01.05.02	Describe the growth of sports marketing
01.05.03	Describe the size of the sports marketing industry
01.05.04	Analyze trends in sports marketing
01.05.05	Analyze the unique characteristics of sports marketing
01.05.06	Discuss the impact of the World Wide Web on sports marketing
01.06.00	**Examine sports consumption**
	Key Indicators-Specialty:
01.06.01	Examine reasons individuals participate in sports
01.06.02	Examine reasons individuals watch and listen to sports
01.06.03	Examine reasons individuals attend sports events
01.06.04	Analyze the unique relationship between sports and sports consumers
01.06.05	Discuss the impact of the socialization factor on sports consumption
01.06.06	Describe the importance of consumer sports knowledge on sports consumption
01.06.07	Describe the concept of "fan identification"
01.06.08	Analyze fan involvement and commitment levels and their relationship to both sports consumption and marketing

02.00.00 Economics

02.01.00	**Apply basic economic concepts**
	Key Indicators-Foundation:
02.01.01	Apply the concept of economic goods and services to given business s situations
02.01.02	Analyze the functions of money
02.01.03	Identify economic resources
02.01.04	Identify differences between economics and economic activities
02.01.05	Apply the concept of utility to given business situations
02.01.06	Apply the concepts of supply and demand
02.01.07	Apply the concept of price to given business situations
02.01.08	Apply the concept of opportunity cost to given business situations
02.02.00	**Analyze economic systems**
	Key Indicators-Specialty:
02.02.01	Explain the concept of private enterprise
02.02.02	Identify factors affecting business profit
02.02.03	Determine economic factors affecting business risks
02.02.04	Discuss the relationship between government, business, and society
	Key Indicators-Foundation:
02.02.05	Identify the types of economic systems

02.02.06	Identify the relationship between government, business, and society
02.02.07	Apply the concept of competition to given business situations
02.02.08	Analyze the interdependency between government and business

02.03.00	**Analyze cost-profit relationships**
	Key Indicators-Specialty:
02.03.01	Explain the concept of productivity
02.03.02	Describe the nature of service productivity
02.03.03	Analyze the impact of labor on productivity
02.03.04	Explain the concept of organized labor and business
02.03.05	Explain the role of unions
02.03.06	Explain the law of diminishing returns
02.03.07	Explain "Return on Investment (ROI)"

02.04.00	**Explain economic indicators/trends**
	Key Indicators-Specialty:
02.04.01	Explain measures used to analyze economic conditions
02.04.02	Explain the nature of the Consumer Price Index
02.04.03	Explain the concept of Gross Domestic Product
	Key Indicators-Foundation:
02.04.04	Identify business cycles
02.04.05	Determine the impact of business cycles on business activities
02.04.06	Describe the nature of current/past economic problems
02.04.07	Identify leading/lagging indicators

02.05.00	**Identify global economic concepts**
	Key Indicators-Specialty:
02.05.01	Explain the nature of global trade
02.05.02	Identify the impact of cultural, political and social environments on world trade
02.05.03	Identify examples of marketing American sports internationally
	Key Indicators-Foundation:
02.05.04	Identify forms of international business activities

03.00.00 Communication and Interpersonal Skills

03.01.00	**Use the fundamentals of communication**
	Key Indicators-Specialty:
03.01.01	Explain the nature of effective communications
03.01.02	Demonstrate effective listening skills
03.01.03	Reinforce service orientation through communication
03.01.04	Explain the nature of effective verbal communications
03.01.05	Address people properly
03.01.06	Write inquiries
03.01.07	Write persuasive messages
03.01.08	Write follow-up thank-you letters to clients
03.01.09	Use communication technologies/systems
03.01.10	Proofread written communications

03.01.11	Use internet/intranet
	Key Indicators-Foundation:
03.01.12	Project a professional business image (appearance, voice, grammar, word, usage, enunciation, and non-verbal)
03.02.00	**Deliver business presentations**
	Key Indicators-Specialty:
03.02.01	Identify purpose of presentation
03.02.02	Identify audience goals
03.02.03	Determine content
03.02.04	Organize content (easy-to-follow points, logical sequence, well-defined speech parts)
03.02.05	Demonstrate professional delivery (non-verbal, creative, appropriate volume and pace, smooth transitions, confident)
03.02.06	Demonstrate appropriate mechanics
	Key Indicators-Foundation:
03.02.07	Identify types of presentations for business use
03.02.08	Outline presentations
03.02.09	Enhance presentation delivery using various types of technology
03.03.00	**Prepare written business documents**
	Key Indicators-Foundation:
03.03.01	Prepare written business documents using various formats (e.g., letters, thank-you notes, acknowledgments, transcripts, and memorandums)
03.03.02	Prepare complex written reports (e.g., research, analysis, legal)
03.04.00	**Communicate using telecommunications tools**
	Key Indicators-Foundation:
03.04.01	Identify company policies regarding use of telecommunication tools (e.g., telephones, answering machine, fax, voice mail, e-mail, teleconferencing systems, Internet access and usage)
03.04.02	Operate telecommunications equipment in accordance with company policy
03.04.03	Communicate via telephones, voice mail, e-mail, FAX, teleconferencing systems
03.04.04	Maintain up-to-date status with new and emerging communication technologies
03.04.05	Take complete and accurate telephone messages
03.04.06	Give complete and accurate telephone messages
03.04.07	Follow established telephone etiquette
03.05.00	**Communicate with staff**
	Key Indicators-Specialty:
03.05.01	Follow directions
03.05.02	Explain nature of staff communication
03.05.03	Explain the use of interdepartmental/company communications
03.05.04	Give directions for completing job tasks
03.05.05	Conduct staff meetings
03.06.00	**Conduct meetings and other group functions**
	Key Indicators-Foundation:

03.06.01	Plan meetings
03.06.02	Apply parliamentary procedure
03.06.03	Schedule meetings
03.06.04	Prepare agendas
03.06.05	Make necessary meeting room arrangements
03.06.06	Make arrangements for participants' special needs (dietary needs, hearing needs, handicap access, foreign language interpreter)
03.06.07	Facilitate meetings
03.06.08	Participate in group discussions and meetings
03.06.09	Communicate roles and responsibilities of committee members and officers
03.07.00	**Maintain work relationships**
	Key Indicators-Specialty:
03.07.01	Develop cultural sensitivity
03.07.02	Foster positive working relationships
03.07.03	Participate as a team member
03.07.04	Demonstrate respect for diversity in the workplace
03.07.05	Demonstrate flexibility in the workplace
03.07.06	Treat others fairly in the workplace
03.07.07	Maintain a positive attitude
	Key Indicators-Foundation:
03.07.08	Provide needed information to customers and coworkers in a considerate, respectful, and timely manner
03.07.09	Identify essential skills and strategies for working with organizations and groups
03.07.10	Identify roles of formal and informal groups within organizations
03.07.11	Demonstrate business professionalism through the use of appropriate manners in accordance with established protocol and company policies
03.07.12	Gather information needed for international business communications
03.09.00	**Develop customer relationships**
	Key Indicators-Specialty:
03.09.01	Explain the nature and importance of positive customer/client relations
03.09.02	Demonstrate a customer-service mindset
03.09.03	Handle customer inquiries
03.09.04	Greet clients/guests
03.09.05	Respond to requests for facilities/services/community information
03.09.06	Give directions to all locations
03.09.07	Assess customer's special needs (children, disabilities, etc.)
03.09.08	Explain communications tools and their impact on customer relationships
03.09.09	Explain management's role in customer relations
03.09.10	Research the customer
03.09.11	Over deliver to the customer
03.09.12	Build social relationships with customers
03.09.13	Maintain detailed client files
03.09.14	Exhibit optimism
03.09.15	Exhibit loyalty to organization
03.09.16	Make every customer feel important

03.10.00	**Build customer service**
	Key Indicators-Specialty:
03.10.01	Develop loyalty programs
03.10.02	Create mailbots and FAQs to respond to common questions
03.10.03	Evaluate how online forums can improve customer relations
03.10.04	Identify internal and external customers
03.10.05	Identify customer group
03.10.06	Use the appropriate communication tool (e.g. direct mail, personal calls, phone, e-mail)
03.10.07	Discuss the benefits of customer retention versus new customer development
	Key Indicators-Foundation:
03.10.08	Recognize the importance of all customers to the business
03.10.09	Determine customer's individual needs
03.10.10	Interact with customers in a professional manner (e.g., prompt, friendly, courteous, helpful, knowledgeable, understandable)
03.10.11	Provide customer service in compliance with ADA
03.10.12	Explain the nature of guest-host relations
03.10.13	Follow through on commitments made to customers (e.g., special orders, delivery specifications, new items)
03.10.14	Communicate business policies to customers
03.10.15	Interpret business policies so they can be understood by customers/clients
03.10.16	Handle merchandise returns in accordance with customer service policy
03.10.17	Handle customer complaints in accordance with customer service policy
03.10.18	Facilitate customer service through the maintenance of key information systems
03.10.19	Maintain customer base

03.10.00	**Deal with conflict and change**
	Key Indicators-Specialty:
03.10.01	Show empathy and respect for others
03.10.02	Use appropriate assertiveness
03.10.03	Be flexible
03.10.04	Do not take things personally
03.10.05	Demonstrate problem-solving skills
03.10.06	Demonstrate negotiation skills
03.10.07	Handle difficult customers
03.10.08	Handle customer/client complaints
03.10.09	Resolve disputes raised by customers
03.10.10	Handle situation when the customer is at fault
03.10.11	Explain the nature of organizational change
03.10.12	Describe the nature of organizational conflict
03.10.13	Explain the nature of stress management

04.00.00 Business Ethics

04.01.00	**Analyze ethical business behavior**
	Key Indicators-Specialty:
04.01.01	Analyze the relationship between business ethics, image, and marketing

Key Indicators-Foundation:

04.01.02	Analyze current trends in computers and business ethics
04.01.03	Identify various types of ethical and unethical business practices
04.01.04	Interpret codes of ethics for given businesses
04.01.05	Identify potential consequences of unethical business practices

04.02.00 Evaluate issues related to employee ethics

Key Indicators-Foundation:

04.02.01	Analyze current issues in employee ethics
04.02.02	Identify types of ethical employee behaviors
04.02.03	Identify unethical employee behaviors
04.02.04	Identify potential consequences of unethical behaviors
04.02.05	Identify ethics established by business for entry-level employees

04.03.00 Describe ethics in communication

Key Indicators-Foundation:

04.03.01	Respect the privacy of others
04.03.02	Describe ethical considerations in obtaining, providing, and receiving information across communication channels
04.03.03	Explain the role of communication ethics in the provision of services

05.00.00 Business Law

05.01.00 Identify key elements of contract law

Key Indicators-Specialty:

05.01.01	Describe elements of a valid contract
05.01.02	Differentiate between types of contracts (oral, written, implied)
05.01.03	Identify remedies available for breach of contract
05.01.04	Identify contractual obligations to leagues, associations, and other governing bodies
05.01.05	Identify contractual issues related to players and coaches
05.01.06	Identify contractual issues related to sponsorships, endorsements, and licenses
05.01.07	Describe liability issues related to the sports product

05.02.00 Evaluate legal issues in sports marketing

Key Indicators-Specialty:

05.02.01	Describe legal issues affecting sports businesses
05.02.02	Explain the Fair Use Doctrine
05.02.03	Analyze unfair competition and trade practices
05.02.04	Discuss the right of publicity
05.02.05	Describe first amendment issues

06.00.00 Professional Development

06.01.00 Demonstrate self-understanding

Key Indicators-Specialty:

06.01.01	Identify desirable personality traits important to sports marketing

06.01.02	Maintain appropriate personal appearance
06.01.03	Maintain positive attitude
06.01.04	Demonstrate interest and enthusiasm
06.01.05	Demonstrate responsible behavior
06.01.06	Demonstrate honesty and integrity
06.01.07	Recognize personal biases and stereotypes
06.01.08	Demonstrate ethical work habits
06.01.09	Demonstrate orderly and systematic behavior
06.01.10	Demonstrate initiative
06.01.11	Demonstrate self-control
06.01.12	Demonstrate appropriate creativity
06.01.13	Be punctual
06.01.14	Demonstrate flexibility in meeting deadlines
06.01.15	Describe traits important to the success of employees in the sports marketing industry
06.02.00	**Use self-development tools**
	Key Indicators-Specialty:
06.02.01	Assess personal interests and skills needed for success in business
06.02.02	Explain the concept of self-esteem
06.02.03	Use feedback for personal growth
06.02.04	Adjust to change
06.02.05	Make decisions
06.02.06	Set personal goals
06.02.07	Use time-management principles
06.02.08	Seek a mentor
06.02.09	Seek an internship
06.02.10	Develop a network
06.02.11	Be persistent
06.03.00	**Analyze career planning processes**
	Key Indicators-Specialty:
06.03.01	Analyze employer expectations in the business environment
06.03.02	Explain the rights of workers
06.03.03	Identify sources of career information
06.03.04	Research employment opportunities in sports marketing
06.03.05	Identify tentative occupational interest
06.03.06	Recognize the importance of "paying your dues"
06.03.07	Analyze why you want to work in sports marketing
06.03.08	Recognize the sacrifices needed when working in this industry
06.03.09	Do not place limitations on your career planning (geographic, particular sport, etc.)
	Key Indicators-Foundation:
06.03.10	Research projected growth and availability of various business and management careers
06.03.11	Demonstrate knowledge of careers within the business field
06.03.12	Explore specific business and management career interests
06.03.13	Analyze trends and issues in business affecting potential careers

06.04.00	**Manage professional career**
	Key Indicators-Specialty:
06.04.01	Develop skills and characteristics wanted by sports marketing employers
06.04.02	Identify possible advancement patterns in sports marketing careers
06.04.03	Develop professional goals
	Key Indicators-Foundation:
06.04.04	Develop skills and characteristics wanted by business employers
06.04.05	Identify possible advancement patterns in business
06.04.06	Set personal goals
06.04.07	Monitor progress toward personal goals
06.04.08	Plan for career growth, both nationally and internationally
06.04.09	Identify the steps to follow in leaving a business position
06.05.00	**Apply job-seeking skills**
	Key Indicators-Specialty:
06.05.01	Utilize job-search strategies
06.05.02	Write a letter of application
06.05.03	Prepare a résumé
06.05.04	Complete a job application
06.05.05	Interview for a job
06.05.06	Write a follow-up letter after job interviews
06.05.07	Post employment data on the Internet
06.05.08	Create network
06.05.09	Utilize recruitment companies
	Key Indicators-Foundation:
06.05.10	Prepare documentation needed for obtaining a position
06.05.11	Update documents needed for business employment
06.05.12	Compile documents in a professional manner
06.05.13	Identify employment opportunities
06.05.14	Dress appropriately for job interview
06.05.15	Present credentials, philosophy, and goals in a job interview for a business position
06.06.00	**Plan for professional development**
	Key Indicators-Foundation:
06.06.01	Identify the role of professional organizations in the professional development process
06.06.02	Keep up-to-date by reading professional publications
06.06.03	Determine the benefits to business of employees belonging to professional organizations (membership, networking)
06.06.04	Examine the benefits of belonging to civic and community organizations
06.06.05	Determine the areas of continuing education needed in the business community
06.06.06	Examine benefits of continuing education for business field
06.07.00	**Utilize continuing development activities**
	Key Indicators-Specialty:
06.07.01	Explain possible advancement patterns for sports marketing jobs

06.07.02	Identify skills needed to enhance career progression
06.07.03	Use networking techniques

07.00.00 Business, Management, and Entrepreneurship

07.01.00	**Describe business fundamentals**
	Key Indicators-Specialty:
07.01.01	Explain the role of business in society
07.01.02	Explain marketing and its importance in a global economy
07.01.03	Describe sales functions and related activities
07.01.04	Explain the concept of production
07.01.05	Describe crucial elements of a quality culture
07.01.06	Describe types of business activities
	Key Indicators-Foundation:
07.01.07	Identify marketing functions and related activities
07.01.08	Identify current trends in marketing and their effects on business operation
07.02.00	**Describe management and entrepreneurial functions**
	Key Indicators-Specialty:
07.02.01	Identify the functions of management
07.02.02	Describe the role of management in the achievement of quality
07.02.03	Explain the nature of managerial ethics
	Key Indicators-Foundation:
07.02.04	Identify types of business ownership and the characteristics of each
07.02.05	Identify advantages and disadvantages of various types of business ownership
07.02.06	Identify areas of management (e.g., human resources, financial, facility, inventory, information systems, logistics, accounting, marketing, and sales) and their relationship to business functions
07.02.07	Identify management levels and their role in the organization
07.03.00	**Apply analytical skills in business operations**
	Key Indicators-Foundation:
07.03.01	Determine what information is needed to solve problems and make decisions
07.03.02	Determine whether information is sufficient, insufficient, or extraneous when solving business problems
07.03.03	Interpret data needed to solve problems and make decisions
07.03.04	Apply information from tables, charts, and graphs to problem solving and decision-making
07.03.05	Interpret workflow and organizational charts
07.03.06	Apply logic skills to business decisions
07.04.00	**Perform scheduling functions**
	Key Indicators-Foundation:
07.04.01	Maintain appointment calendars, including electronic calendars
07.04.02	Maintain schedules
07.04.03	Manage scheduling conflicts

07.04.04	Create calendar/schedule of activities (itineraries)
07.05.05	*Identify the need for management across projects*
07.05.00	**Maintain a records management system**
	Key Indicators-Foundation:
07.05.01	Develop a system for maintaining necessary company records
07.05.02	Maintain secured and protected filing systems
07.05.03	Store materials within appropriate filing systems
07.05.04	Retrieve requested materials from established filing systems
07.05.05	Purge filing systems in accordance with company policy
07.06.00	**Analyze purchasing functions**
	Key Indicators-Specialty:
07.06.01	Explain the nature and scope of purchasing
07.06.02	Explain company buying/purchasing policies
07.06.03	Explain the nature of the buying process
07.06.04	Explain the nature of buyer reputation/vendor relationships
07.06.05	Qualify vendors
07.06.06	Conduct bidding process
07.06.07	Choose vendors
07.06.08	Negotiate contracts with vendors
07.06.09	Review performance of vendors
07.07.00	**Apply mathematics skills in business operations**
	Key Indicators-Foundation:
07.07.01	Use algebraic equations to solve unknowns
07.07.02	Apply number relations (e.g., greater than, less than, equal)
07.07.03	Interpret measurement (e.g., weight, capacity, length, area, volume)
07.07.04	Calculate break-even sales
07.07.05	Calculate discounts and due dates
07.07.06	Calculate percentages
07.07.07	Make estimates based on given data (e.g., time, financial, inventory)
07.07.08	Prove financial data (e.g., checkbooks, cash drawers, accounting forms)
07.07.09	Apply keyboarding and 10-key skills
07.07.10	Make change
07.08.00	**Analyze accounting functions**
	Key Indicators-Specialty:
07.08.01	Calculate net sales
07.08.02	Describe nature of cash flow statements
07.08.03	Prepare cash flow statements
07.08.04	Describe nature of business records
07.08.05	Prepare budgets
07.08.06	Calculate financial ratios
07.08.07	Interpret financial statements

	Key Indicators-Foundation:
07.08.08	*Identify the purposes of* basic accounting functions
07.08.09	Apply generally accepted accounting principles and procedures in business operations
07.08.10	Employ computer accounting applications
07.08.11	Prepare balance sheets and profit-and-loss statements
07.08.12	Interpret inventory control system data
07.08.13	Analyze financial reports both electronically and manually
07.08.14	Evaluate cost-profit relationships
07.08.15	Predict financial outcomes relative to business decisions and financial data
07.08.16	Identify components of a financial plan
07.08.17	Set long-term financial goals and objectives (business, personal)
07.09.00	**Perform banking functions**
	Key Indicators-Specialty:
07.09.01	Perform e-commerce banking functions
	Key Indicators-Foundation:
07.09.02	Maintain a checkbook with proper reconciliation
07.09.03	Complete bank deposits/records
07.10.00	**Analyze general business risk issues**
	Key Indicators-Specialty:
07.10.01	Explain types of business risk
07.10.02	Identify speculative business risks
07.10.03	Analyze promotional risks
07.10.04	Identify strategies to protect digital data
07.10.05	Explain nature of risk management
07.10.06	Explain liability issues
07.10.07	Analyze liability concerns for a sports event
07.10.08	Explain processes to limit or transfer risks
07.10.09	Describe the concept of insurance
07.11.00	**Follow procedures to reduce financial risks**
	Key Indicators-Specialty:
07.11.01	Establish policies/procedures for preventing internal theft
07.11.02	Follow policies and procedures for preventing vendor theft
07.11.03	Explain procedures for reducing bad check losses
07.11.04	Develop procedures for safeguarding cash
07.11.05	Follow procedures for preventing burglary
07.11.06	Follow procedures for handling a robbery situation
07.11.07	Inspect currency for counterfeit bills, check authenticity, credit card fraud, smart card fraud, check card fraud, electronic currency fraud
07.11.08	Open/close a business facility
07.12.00	**Describe safety and security issues**
	Key Indicators-Specialty:

07.12.01	Explain routine security precautions
07.12.02	Develop procedures for selecting security personnel
07.12.03	Develop security plans for sports events
07.12.04	Follow safety precautions
07.12.05	Clean service and work areas
07.12.06	Explain procedures for handling accidents
07.12.07	Explain procedures for dealing with workplace threats
07.12.08	Maintain crowd control
07.12.09	Handle emergency situations at sports events
07.12.10	Correct hazardous conditions
07.12.11	Establish fire-prevention program
07.12.12	Establish safety policies and procedures
07.12.13	Describe the nature of risk management for event planning
07.12.14	Develop a public relations plan related to security

07.13.00	**Follow human resources policies**
	Key Indicators-Specialty:
07.13.01	Plan/organize the work efforts of others
07.13.02	Schedule employees
07.13.03	Delegate responsibility for job tasks
07.13.04	Explain standards for job performance
07.13.05	Establish goals based on standards
07.13.06	Develop job descriptions
07.13.07	Explain nature of wage and benefit programs
07.13.08	Recognize chain of command
07.13.09	Train new employees

07.14.00	**Analyze personnel policies and procedures**
	Key Indicators-Foundation:
07.14.01	Describe ethics in personnel issues
07.14.02	Identify company rules and regulations
07.14.03	Follow personnel policies
07.14.04	Identify professional development guidelines within an organization
07.14.05	Identify appropriate training plan for an organization
07.14.06	Evaluate training effectiveness for employees

07.15.00	**Develop volunteers**
	Key Indicators-Specialty:
07.15.01	Define why volunteers are needed
07.15.02	Design valuable opportunities for volunteers
07.15.03	Organize tasks to identify number of volunteers needed
07.15.04	Help recruit and screen volunteers
07.15.05	Train volunteers
07.15.06	Place volunteers
07.15.07	Supervise volunteers

07.15.08	Recognize volunteers
07.15.09	Evaluate volunteer processes
07.15.10	Have volunteers evaluate processes
07.15.11	Explain the role of volunteers in product extension and public relations
07.16.00	**Lead others**
	Key Indicators-Specialty:
07.16.01	Orient new employees
07.16.02	Explain management's role in orienting new employees
07.16.03	Explain the role of training and human resource development
07.16.04	Explain the nature of management/supervisory training
07.16.05	Conduct training class/program
07.16.06	Explain the nature of leadership in organizations
07.16.07	Identify methods to build employee morale
07.16.08	Explain the concept of staff motivation
07.16.09	Explain the relationship between communication and employee attitude
07.16.10	Explain the concept of employee participation in decision-making
07.16.11	Provide feedback regarding work efforts
07.16.12	Encourage team building
07.16.13	Handle employee complaints and grievances
07.16.14	Ensure equitable opportunities for employees
07.16.15	Assess employee morale
07.16.16	Assess employee performance
07.16.17	Explain the nature of remedial action
	Key Indicators-Foundation:
07.16.18	Identify the kinds of rewards, incentives, and motivators people seek at work
07.16.19	Identify the role of performance evaluations
07.17.00	**Use financial functions**
	Key Indicators-Specialty:
07.17.01	Explain the nature of overhead/operating costs
07.17.02	Explain employee's role in expense control
07.17.03	Control use of supplies
07.17.04	Describe the nature of managerial control (e.g., control process, types of control, what is controlled)
07.17.05	Identify routine activities for maintaining business facilities and equipment
07.17.06	Explain the nature of operating budgets
07.17.07	Develop a budget for a business
07.17.08	Use budgets to control operations
07.17.09	Determine cost effective operating hours
07.17.10	Develop expense-control plans
07.17.11	Analyze operating results in relation to budget/industry
07.17.12	Analyze cash flow patterns
07.17.13	Leverage opportunities

07.18.00	**Plan for the business**
	Key Indicators-Specialty:
07.18.01	Develop company objectives for a strategic business unit
07.18.02	Develop strategies to achieve company goals/objectives
07.18.03	Explain external planning considerations
07.18.04	Develop business plan
	Key Indicators-Foundation:
07.18.05	Explain the nature/parts of business plans
07.18.06	Identify the relationship between the business plan and the business organization
07.19.00	**Plan projects**
	Key Indicators-Specialty:
07.19.01	Develop project plans
07.19.02	Use project-planning tools
07.19.03	Evaluate success of project
	Key Indicators-Foundation:
07.19.04	Track work using flow chart
07.20.00	**Explain basic e-commerce concepts**
	Key Indicators-Specialty:
07.20.01	Define e-commerce concepts
07.20.02	Describe the components of e-commerce (e.g., front-end, back-end)
07.20.03	Explain how e-commerce is similar to, and different from, traditional commerce
07.20.04	Explain history and development of e-commerce
07.20.05	Discuss the global impact of e-commerce
07.20.06	Explain the scope of e-commerce and how it relates to business practices
07.20.07	Explain how e-commerce relates to e-business and e-terminology
07.20.08	Describe the impact of wireless e-commerce
07.20.09	Describe the impact of emerging technologies
07.20.10	Explain business-to-business e-commerce
07.20.11	Explain business-to-consumer e-commerce
07.20.12	Explain consumer-to-consumer e-commerce
07.20.13	Describe the impact of e-commerce on business and society
07.20.14	Describe the impact of e-commerce on the sports industry
07.20.15	Describe the impact of e-commerce on the sports marketing industry
07.20.16	Develop design and copy to feature logo merchandise and ticket sales on an e-commerce site

08.00.00 Distribution

08.01.00	**Explain the nature and scope of distribution**
	Key Indicators-Specialty:
08.01.01	Explain the concept of distribution in sports marketing
08.01.02	Discuss types of inventory (e.g. merchandise, tickets, stadium signs)

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08.01.03	Explain the nature of channels of distribution
08.01.04	Identify channels in sports marketing
08.01.05	Explain direct and indirect distribution
08.01.06	Explain the concept of distribution intensity
08.01.07	Describe the use of technology in the distribution function
08.01.08	Discuss the nature of service intermediaries
08.01.09	Explain legal considerations in distribution
08.01.10	Describe ethical considerations in distribution
08.01.11	Explain the role of the media as distribution channels (e.g. sports specific media, pay-per-view, cable, satellite, Big 4 channels)
08.01.12	Discuss single versus multiple channel distribution in sports marketing
08.01.13	Describe ticket distribution services
08.01.14	Describe the trend toward integration of distribution channels
08.02.00	**Use order fulfillment processes**
	Key Indicators-Specialty:
08.02.01	Explain the relationship between customer service and distribution
08.02.02	Prepare invoices
08.02.03	Use an information system for order fulfillment
08.03.00	**Complete warehousing/stock-handling functions**
	Key Indicators-Specialty:
08.03.01	Explain receiving processes
08.03.02	Explain shipping processes
08.03.03	Explain storing considerations
08.03.04	Explain warehousing processes
08.03.05	Receive products
08.03.06	Store products
08.04.00	**Manage inventory**
	Key Indicators-Foundation:
08.04.01	Select inventory control system(s) (Periodic, perpetual, dollar, LLIFO, FIFO) appropriate for inventory needs
08.04.02	Manage inventory manually and/or electronically
08.04.03	Maintain inventory control records and systems
08.04.04	Identify reasons for inventory shrinkage
08.04.05	Prepare inventory records and reports
08.05.00	**Coordinate management of distribution**
	Key Indicators-Specialty:
08.05.01	Coordinate distribution with other marketing activities
08.05.02	Explain the nature of channel-member relationships
08.05.03	Explain the nature of channel strategies
08.05.04	Describe strategies used to manage service delivery through intermediaries
08.05.05	Describe the role of sports agents as channel intermediaries
	Explain how the leagues (associations, organizations) control distribution

08.05.06	channels
08.05.07	Select channels of distribution for selected inventory
08.05.08	Evaluate channel members
08.05.09	Explain supply chain management
08.06.00	**Distribute products**
	Key Indicators-Specialty:
08.06.01	Choose appropriate distribution processes for tickets and merchandise
	Key Indicators-Foundation:
08.06.02	Identify various classes of shipments and mail
08.06.03	Sort/distribute shipments and mail
08.06.04	Identify requirements for shipping/mail (e.g., package, domestic, international)
08.06.05	Select shipment method appropriate for shipping/mail needs
08.06.06	Choose appropriate distribution processes for tickets and merchandise
08.07.00	**Analyze the process for venue selection**
	Key Indicators-Specialty:
08.07.01	Evaluate accessibility and layout
08.07.02	Identify the drawing radius
08.07.03	Determine the extent of government cooperation in that area
08.07.04	Determine potential financing arrangements
08.07.05	Identify security features of site
08.07.06	Analyze amenities in area and in venue
08.07.07	Assess parking and convenience factors
08.07.08	Identify cost of venue
08.07.09	Complete a marketing feasibility study

09.00.00 Finance

09.01.00	**Describe business financing**
	Key Indicators-Specialty:
09.01.01	Explain the nature and scope of financing
09.01.02	Describe the use of technology in the financing function
09.01.03	Analyze critical banking relationships
09.01.04	Describe sources of financing for businesses
09.01.05	Explain the role of public financing in facility/venue development
09.02.00	Follow procedures in extending credit
	Key Indicators-Specialty:
09.02.01	Explain the purposes and importance of credit
09.02.02	Run credit check reports
09.02.03	Follow company policy regarding methods of payment\
09.02.04	Make critical decisions regarding acceptance of bankcards
09.02.05	Evaluate financial status of a client
09.02.06	Establish credit terms and limits

09.02.07	Collect payments
	Key Indicators-Foundation:
09.02.08	Calculate the cost of accepting credit cards
09.02.09	Determine the factors involved in issuing credit
09.02.10	Identify the components of credit reports

10.00.00 Marketing-Information Management

10.01.00	**Complete marketing-information management functions**
	Key Indicators-Specialty:
10.01.01	Describe the need for marketing information
10.01.02	Explain the nature and scope of marketing-information management
10.01.03	Explain the role of ethics in marketing-information management
10.01.04	Use technology in managing marketing information
10.01.05	Assess marketing-information needs
10.01.06	Develop a marketing-information management system
10.02.00	**Gather information**
	Key Indicators-Specialty:
10.02.01	Identify information monitored for marketing decision-making
10.02.02	Describe primary and secondary data
10.02.03	Search the Internet for marketing information
10.02.04	Monitor internal records for marketing information
10.02.05	Monitor industry publications and trade journals for marketing information
10.02.06	Collect marketing information from others (e.g., customers, staff, vendors)
10.02.07	Conduct a benchmarking study
10.02.08	Conduct an environmental scan to obtain marketing information
10.02.09	Identify research methods used to evaluate service quality
10.02.10	Explain the concept of data mining
10.02.11	Explain the levels of data warehousing (e.g., data warehouse, data mart, data store)
10.03.00	**Conduct marketing research**
	Key Indicators-Specialty:
10.03.01	Explain the nature of marketing research in a marketing-information management system
10.03.02	Describe types of marketing research
10.03.03	Define a problem
10.03.04	Choose research design type
10.03.05	Identify data collection methods
10.03.06	Design a sample
10.03.07	Collect data
10.04.00	**Process information**
	Key Indicators-Specialty:

10.04.01	Describe techniques for processing marketing information
10.04.02	Explain the use of databases in organizing marketing data
10.04.03	Explain the importance and use of integrated databases
10.04.04	Use a database for information analysis
10.04.05	Explain the importance of databases that allow for multiple users and simultaneous access
10.04.06	Design a database for retrieval of information in a form for decision making
10.04.07	Interpret descriptive statistics for marketing decision-making

10.05.00 Report information

Key Indicators-Specialty:

10.05.01	Write marketing reports
10.05.02	Present report findings and recommendations

10.06.00 Use marketing planning

Key Indicators-Specialty:

10.06.01	Explain the concept of marketing strategies
10.06.02	Explain the nature of service marketing strategies
10.06.03	Identify considerations in implementing global marketing strategies
10.06.04	Explain the concept of market and market identification
10.06.05	Define customer profile
10.06.06	Describe the nature of target marketing in sports marketing
10.06.07	Explain the role of situational analysis in the marketing-planning process
10.06.08	Conduct Strengths/Weaknesses/Opportunities/Threats (SWOT) analysis for use in marketing planning process
10.06.09	Develop a marketing plan
10.06.10	Monitor marketing conditions
10.06.11	Describe measures used to control marketing planning
10.06.12	Conduct marketing audits
10.06.13	Evaluate performance of marketing plan

Key Indicators-Foundation:

10.06.14	Identify the purposes and functions of a marketing plan
10.06.15	Explain the concept of marketing strategies
10.06.16	Analyze market segmentation and its role in the marketing plan

11.00.00 Pricing

11.01.00 Evaluate pricing processes

Key Indicators-Specialty:

11.01.01	Explain the nature and scope of the pricing function
11.01.02	Explain the impact of organizational objectives on pricing
11.01.03	Explain the nature of pricing in the sports industry
11.01.04	Explain the impact of distribution on pricing
11.01.05	Determine the impact of time, image, success, location, market conditions, and event frequency on pricing sports
11.01.06	Explain the fan cost index statistic

11.01.07	Explain the impact of profit versus non-profit structures on pricing
11.01.08	Assess competitors' pricing strategies
11.01.09	Describe the role of business ethics in pricing
11.01.10	Explain legal considerations for pricing
11.01.11	Explain strategies for pricing new products and services
11.01.12	Identify difficulties in pricing sports
11.01.13	Explain psychological pricing
11.01.14	Describe promotional and non-promotional pricing strategies (e.g. product line or mix pricing, package or bundle pricing, value-based pricing, sales/promotion pricing, capitation, differential, captive, added-value pricing
11.01.15	Determine geographic pricing strategies to adjust base prices
11.01.16	Identify segmented pricing strategies that can be used to adjust base prices
11.01.17	Determine how changes in the economy impact pricing

11.02.00	**Determine prices**
	Key Indicators-Specialty:
11.02.01	Explain factors affecting the pricing decision
11.02.02	Describe considerations for the pricing of services
11.02.03	Select approach for setting a base price (e.g., cost, demand, competition)
11.02.04	Use technology in pricing
11.02.05	Determine cost of product/service (e.g., breakeven, ROI)
11.02.06	Calculate break-even point
11.02.07	Identify strategies for pricing new products/services)
11.02.08	Select product/service(s) pricing strategies
11.02.09	Determine discounts and allowances that will be used to adjust base prices
11.02.10	Identify cost of credit card transactions and other fees
11.02.11	Set prices
11.02.12	Adjust prices to maximize profitability

12.00.00 Product/Service Management

12.01.00	**Analyze factors involved in managing products and services**
	Key Indicators-Specialty:
12.01.01	Explain the nature and scope of product/service management
12.01.02	Describe the unique aspect of the sports product
12.01.03	Explain the importance of sports performance statistics in marketing sports
12.01.04	Describe the concept of the athlete as a sports product
12.01.05	Analyze product/service trends in the sports marketing industry
12.01.06	Analyze the impact of product/service life cycles on marketing decisions
12.01.07	Explain business ethics in product/service management
12.01.08	Explain how the sports experience extends the sports product

12.02.00	**Explain quality assurances**
	Key Indicators-Specialty:
12.02.01	Describe the nature of service standards

12.02.02	Explain strategies for balancing standardization and personalization of services
12.02.03	Explain guarantees
12.02.04	Identify consumer protection provisions of appropriate agencies
12.03.00	**Determine product/service mix**
	Key Indicators-Specialty:
12.03.01	Explain the concept of product/service mix
12.03.02	Explain the nature of product extensions in sports marketing
12.03.03	Explain the nature of integrated services
12.03.04	Explain the nature of queuing systems in services marketing
12.03.05	Determine merchandising opportunities for a sports event/team/personality
12.03.06	Describe the importance of concessions
12.03.07	Describe the types of concessions
12.03.08	Discuss leveraging potential marketing partnerships with branded products carried at concession stands
12.03.09	Explain the importance of convenience factors
12.03.10	Discuss the role of the venue as a product extension (smart seats, "sports malls", etc.)
12.03.11	Describe the nature of product/service bundling
12.03.12	Plan product/service mix
12.03.13	Use technology in managing products/services
12.04.00	**Develop new products**
	Key Indicators-Specialty:
12.04.01	Identify types of potential products
12.04.02	Generate ideas
12.04.03	Screen ideas
12.04.04	Test the concept
12.04.05	Test market selection decisions (distribution, price, etc.)
12.04.06	Test market
12.04.07	Introduce product
12.05.00	**Analyze positioning**
	Key Indicators-Specialty:
12.05.01	Describe factors used by marketers to position products/businesses/services
12.05.02	Explain logo ownership rights
12.05.03	Explain co-branding and its impact on positioning
12.05.04	Explain the role of customer service in positioning/image
12.05.05	Describe the role of customer expectations in services marketing
12.06.00	**Analyze the concept of branding**
	Key Indicators-Specialty:
12.06.01	Identify the brand
12.06.02	Explain how the Internet affects branding
12.06.03	Explain the importance of branding in buyer decision-making

12.06.04	Define trademark, brand name, brand mark, licensing, and brand equity
12.06.05	Evaluate reasons why customers are brand loyal
12.06.06	Describe brand strategies (e.g., family brand, individual brand, multiple brand strategy) and the advantages and disadvantages of each
12.06.07	Describe trademarks and trademark limitations
12.06.08	Analyze the value of branding for businesses
12.06.09	Analyze the pros and cons of branding for consumers
12.06.10	Describe URL implications
12.06.11	Identify mediums to communicate brand message
12.06.12	Analyze the value of an individual brand in a competitive marketplace
12.06.13	Identify secondary brands

12.07.00	**Build brand identity**
	Key Indicators-Specialty:
12.07.01	Identify business components that influence buyer perception of a brand (e.g., advertising, product presentation, customer service, packaging, shipping, public relations, web site)
12.07.02	Integrate logos, slogans, URL, etc. throughout offline and online publications and advertising
12.07.03	Continue to brand without regard to external factors
12.07.04	Increase brand identity through co-branding
12.07.05	Integrate components into a consistent brand identity process

13.00.00 Promotion

13.01.00	**Analyze promotion fundamentals**
	Key Indicators-Specialty:
13.01.01	Explain the nature and scope of promotion
13.01.02	Explain the communication process used in promotion
13.01.03	Explain the role of promotion in marketing
13.01.04	Identify the elements of the promotional mix
13.01.05	Describe the use of business ethics in promotion
13.01.06	Describe the regulation of promotion
13.01.07	Explain use of databases in promotion
13.01.08	Identify sources and costs of databases

13.02.00	**Assess external marketing services**
	Key Indicators-Specialty:
13.02.01	Identify the types of external marketing (e.g., sales promotion, direct marketing, public relations, marketing research, product/package/interactive design, advertising)
13.02.02	Determine the role of external marketing services
13.02.03	Identify service providers
13.02.04	Recommend service provider strategies
13.02.05	Evaluate external providers

13.03.00	**Use advertising**

	Key Indicators-Specialty:
13.03.01	Explain the types of advertising media
13.03.02	Explain components of advertisements
13.03.03	Write promotional messages that appeal to targeted markets
13.03.04	Explain the nature of direct advertising strategies
13.03.05	Describe considerations in using databases in advertising
13.03.06	Develop media strategies
13.03.07	Calculate media costs
13.03.08	Develop an advertising campaign
13.03.09	Select advertising media
13.03.10	Evaluate effectiveness of advertising
13.03.11	Identify opportunities for cooperative partnerships
13.04.00	Use website as a marketing tool
	Key Indicators-Specialty:
13.04.01	Identify the importance of a web presence
13.04.02	Determine purpose of website
13.04.03	Develop website design/components
13.04.04	Develop website strategies
13.04.05	Use website to increase/maintain fan base
13.04.06	Create interactive opportunities on website
13.04.07	Complete marketing research on website
13.04.08	Develop customer relationship management strategies for website
13.04.09	Create website
13.04.10	Evaluate website effectiveness
13.04.11	Update website
13.04.12	Identify global and legal implications of website marketing
13.04.13	Use website inventory as a revenue generator (e.g. sales tools, merchandise sales, on-line auctions, sponsorship opportunities, tickets, subscription-based services)
13.05.00	**Use direct marketing**
	Key Indicators-Specialty:
13.05.01	Explain the types of direct marketing
13.05.02	Analyze the use of direct marketing
13.05.03	Develop a direct marketing plan
13.05.04	Identify legal parameters in direct marketing
13.05.05	Explain opt-in, opt-out permission marketing
13.05.06	Develop direct mail materials
13.06.00	**Plan public relations**
	Key Indicators-Specialty:
13.06.01	Define public relations, media relations, community relations, and publicity
13.06.02	Identify publicity opportunities
13.06.03	Generate ideas for publicity (features, interviews, speeches, etc.)
13.06.04	Develop a public relations plan
13.06.05	Assess new technologies

13.07.00	**Complete media relations functions**
	Key Indicators-Specialty:
13.07.01	Know the media outlets
13.07.02	Develop media contact list
13.07.03	Develop knowledge of media formats and deadlines
13.07.04	Treat media with respect and firmness
13.07.05	Develop a media flow chart
13.07.06	Maintain a media release diary
13.07.07	Provide media relations training for coaches and players
13.07.08	Coach personnel for speech engagements and personal appearances
13.07.09	Build relationship with the media
13.07.10	Be persistent with media
13.07.11	Write a feature story
13.08.00	**Implement community relations plan**
	Key Indicators-Specialty:
13.08.01	Analyze costs/benefits of company participation in community activities
13.08.02	Identify the responsibilities of corporate citizenship
13.08.03	Describe the connection between community relations and image
13.08.04	Research opportunities for community relations
13.08.05	Describe league initiatives
13.08.06	Develop a community relations plan
13.08.07	Evaluate the plan
13.08.08	Define the relationship between community relations and marketing
13.08.09	Schedule personal appearances
13.09.00	**Implement public relations activities**
	Key Indicators-Specialty:
13.09.01	Write a news release
13.09.02	Write radio news release
13.09.03	Create video news release
13.09.04	Coordinate interviews
13.09.05	Schedule speeches
13.09.06	Maintain department archives
13.09.07	Produce information and photos for sales brochures
13.09.08	Schedule personal appearances
13.09.10	Suggest ideas for interviews, features, call-in shows, etc.
13.09.11	Provide quote sheets
13.09.12	Manage in-house photography
13.09.13	Manage in-house video production
13.09.14	Scout for visual opportunities for media use
13.09.15	Provide public relations training for employees and volunteers
13.09.16	Focus public relations efforts on activities occurring both on and off the field
13.09.17	Identify opportunities to tie potential sponsors to community relations activities
13.10.00	**Develop crisis management plan**
	Key Indicators-Specialty:
13.10.01	Explain the concept of recovery marketing

13.10.02	Plan before a crisis occurs
13.10.03	Research organizations to try to predict potential crisis
13.10.04	Develop a plan for event-day and non-event day crisis
13.10.05	Create reputation management strategies
13.10.06	Maintain emergency records
13.10.07	Choose a well-informed spokesperson
13.10.08	Offer a value-added solution to the problem
13.10.09	Deal with media based on plan
13.10.10	Evaluate management of crisis
13.11.00	**Plan public relations publications**
	Key Indicators-Specialty:
13.11.01	Identify the purpose and components of the following publications: Media Guide, Fact Sheets, Recruiting kits, Annual reports, News advisories, Media/press kits, Game/Event program, Team yearbooks, Preseason schedules, Brochures, Newsletters, and Catalogs
13.11.02	Identify the most appropriate time to use these materials
13.11.03	Identify costs involved in producing each document
13.11.04	Evaluate design components
13.11.05	Identify techniques used to gain attention
13.12.00	**Produce public relations publications**
	Key Indicators-Specialty:
13.12.01	Identify need for document
13.12.02	Create budget
13.12.03	Use design features to gain attention
13.12.04	Write copy
13.12.05	Create document
13.12.06	Evaluate document
13.13.00	**Stage a press conference**
	Key Indicators-Specialty:
13.13.01	Identify purpose and value of conference
13.13.02	Schedule the conference
13.13.03	Choose site
13.13.04	Issue invitations and follow up with media
13.13.05	Choose spokesperson
13.13.06	Provide message points for spokesperson
13.13.07	Set up facility (including refreshments)
13.13.08	Distribute news releases, quote sheets, and press kits
13.13.09	Place product(s) in view of camera
13.13.10	Arrange for photos
13.13.11	Follow-up with media as needed
13.13.12	Evaluate event
13.14.00	**Develop sales promotions**
	Key Indicators-Specialty:
13.14.01	Design frequency marketing program
13.14.02	Analyze use of specialty promotions

13.14.03	Create promotional signage
13.14.04	Describe virtual signage on TV and its impact
13.14.05	Create contests
13.14.06	Design program for event
13.14.07	Create flyers for events
13.14.08	Use promotional gifts/prizes
13.14.09	Identify the role of mascots, cheerleaders, and the band as entertainers
13.14.10	Book entertainment for pre-, during-, and post-event entertainment
13.14.11	Plan special promotions for event day (in-venue and walk-ins)
13.14.12	Plan fan activities and services
13.14.13	Develop a sales promotion plan
13.14.14	Explain the nature of collateral material
13.15.00	**Manage promotion**
	Key Indicators-Specialty:
13.15.01	Explain the nature of a promotional plan
13.15.02	Coordinate activities in the promotional mix
13.15.03	Set brand-related objectives
13.15.04	Use past materials to aid in promotional planning
13.15.05	Prepare promotional budget
13.15.06	Manage promotional allowances
13.15.07	Develop promotional plan for business
13.15.08	Analyze risks in individual promotional services contracting
13.15.09	Evaluate promotions
	Key Indicators-Foundation:
13.15.10	Analyze promotional planning strategies
13.16.00	**Manage event day promotions**
	Key Indicators-Specialty:
13.16.01	Describe the importance of live events
13.16.02	Create a game script (schedule of activities at 30-second intervals)
13.16.03	Select vendors to distribute programs/event schedules
13.16.04	Provide biographical information to all media
13.16.05	Track score board promotions
13.16.06	Monitor signage
13.16.07	Schedule staff/interns
13.16.08	Manage public announcements
13.16.09	Provide food and beverage service and hospitality program
13.16.10	Provide event day entertainment beyond the sporting events
13.17.00	**Manage event media relations**
	Key Indicators-Specialty:
13.17.01	Provide media schedules and guides
13.17.02	Conduct media briefings
13.17.03	Distribute press credentials
13.17.04	Provide statistics, background, and spotter for press/media
13.17.05	Manage media room
13.17.06	Manage press box

13.17.07	Create interview list
13.17.08	Moderate interviews
13.17.09	Meet media crews
13.17.10	Assist media crews
13.17.11	Select best outlets for different stories

14.00.00 Selling

14.01.00	**Explain the nature and scope of selling**
	Key Indicators-Specialty:
14.01.01	Explain the importance of selling
14.01.02	Explain role of customer service as a component of selling strategy
14.01.03	Explain how to build a clientele
14.01.04	Explain company-selling policies
14.01.05	Explain business ethics in selling
14.01.06	Describe use of technology in the selling function
14.01.07	Describe nature of selling regulations
14.01.08	Describe league revenue sharing regulations
14.02.00	**Acquire product/service knowledge**
	Key Indicators-Specialty:
14.02.01	Acquire team/individual/event information for use in selling
14.02.02	Acquire knowledge of all products and services
14.02.03	Identify features and benefits of all inventory (individual, packages, sponsorships, licenses, etc.)
14.03.00	**Use selling process/techniques**
	Key Indicators-Specialty:
14.03.01	Explain the selling process
14.03.02	Prepare for the sales presentation
14.03.03	Create presentation materials
14.03.04	Prospect for customers
14.03.05	Qualify customers
14.03.06	Establish relationship with client/customer
14.03.07	Address needs of individual personalities
14.03.08	Determine customer/client needs
14.03.09	Describe factors that motivate people to attend sports events
14.03.10	Identify factors that motivate customers to participate in sports events
14.03.11	Facilitate customer-buying decisions
14.03.12	Differentiate between consumer and organizational buying behavior
14.03.13	Recommend specific service
14.03.14	Describe service/product
14.03.15	Prescribe solution to customer needs
14.03.16	Convert customer/client objections into selling points
14.03.17	Demonstrate negotiation skills
14.03.18	Develop a sales proposal including legal terms and conditions
14.03.19	Set the expectations of the client
14.03.20	Close the sale

14.03.21	Demonstrate suggestion selling
14.03.22	Sell goods/services/ideas to individuals
14.03.23	Sell goods/services/ideas to groups
14.03.24	Use effective telephone sales techniques
14.03.25	Plan follow-up strategies
14.03.26	Over deliver
14.03.27	Cultivate a continuous relationship
	Key Indicators-Foundation:
14.03.28	Determine strategies for analyzing competitors' offerings
14.03.29	Determine strategies for identifying the audience/clients and their needs and motives
14.03.30	Identify the importance of each person's role in selling
14.03.31	Demonstrate strategies for presenting features and benefits
14.03.32	Build relationships
14.04.00	**Use support activities**
	Key Indicators-Specialty:
14.04.01	Calculate miscellaneous charges
14.04.02	Process complimentary offers and coupons/discounts
14.04.03	Calculate service/event cost
14.04.04	Process special orders
14.04.05	Arrange special services for customers
14.04.06	Process telephone orders
14.04.07	Write sales letters
14.04.08	Use technology to sell products
14.04.09	Use presentation software to develop sales presentation and materials
	Key Indicators-Foundation:
14.04.10	Identify sales support services and the benefits to the customer
14.05.00	**Manage selling activities**
	Key Indicators-Specialty:
14.05.01	Plan strategies for meeting sales quotas
14.05.02	Analyze sales reports
14.05.03	Explain the nature of sales forecasts
14.05.04	Forecast sales
14.05.05	Identify key business categories for sales
14.05.06	Analyze the marketing dynamics that affect sales
14.05.07	Assess customer relationship management strategies
14.05.08	Manage customer e-mail
14.05.09	Manage on-line registrations
14.05.10	Explain the nature of sales management
14.05.11	Explain the nature of sales training
14.05.12	Use technology in sales management
14.05.13	Develop a sales force incentive plan
14.05.14	Develop a sales plan including strategies for meeting sales quota

15.00.00 Sports Marketing Operations

15.01.00	**Describe the nature and scope of sponsorships in sports**
	Key Indicators-Specialty:
15.01.01	Research general characteristics of the sponsorship market
15.01.02	Identify the factors that impact a sponsor's decision to buy
15.01.03	Design sponsorship package
15.01.04	Price sponsorship packages
15.01.05	Explain why the best inventory is sold first
15.01.06	Discuss different sponsorship sales strategies
15.01.07	Discuss important factors in relationships with outside vendors
15.02.00	**Create a sponsorship proposal**
	Key Indicators-Specialty:
15.02.01	Identify target market of event
15.02.02	Create an inventory list
15.02.03	Develop customer inventory based on client need (e.g. driving traffic, brand exposure, hospitality)
15.02.04	Price inventory list
15.02.05	Qualify sponsors
15.02.06	Identify corporate gatekeepers
15.02.07	Identify buying influences
15.02.08	Identify buyer wants and needs
15.02.09	Determine scope of sponsorship offer (exclusivity, for example)
15.02.10	Develop media relations plan
15.02.11	Use effective sales strategy
15.02.12	Negotiate sale
15.02.13	Follow-up on sale
15.02.14	Identify ways to help cross promote
15.02.15	Identify ways for client to leverage sponsorship
15.02.16	Sign contract
15.02.17	Monitor implementation of contract
15.02.18	Explain gross impressions
15.02.19	Evaluate sponsorship effectiveness
15.03.00	**Analyze the nature and scope of endorsements**
	Key Indicators-Specialty:
15.03.01	Define celebrity endorsement
15.03.02	Identify advantages and disadvantage of celebrity endorsements from buyer and seller perspectives
15.03.03	Discuss the need for congruence between image of product/company and endorser
15.03.04	Explain the risks involved in celebrity endorsements
15.03.05	Identify ways to limit liability
15.03.06	Discuss ambush marketing
15.04.00	**Analyze licensing process**
	Key Indicators-Specialty:
15.04.01	Define licensing
15.04.02	Describe the licensing process

15.04.03	Identify value of licensing
15.04.04	Develop a strategy for screening licensing requests
15.04.05	Design an application for licensing
15.04.06	Select applicants
15.04.07	Collect minimum/bank guarantees
15.04.08	Review products and promotions for quality and appropriateness
15.04.09	Define process of policing the marketplace for trademark infringement
15.04.10	Review a licensing contract
15.05.00	**Identify opportunities to market an individual athlete**
	Key Indicators-Specialty:
15.05.01	Research the athlete's image, reputation, and reach
15.05.02	Identify the target audience where the athlete has greatest appeal
15.05.03	Identify companies and products that target a similar market
15.05.04	Identify companies/products that have similar images
15.05.05	Promote athlete for endorsements (e.g. merchandise, performance-based, spokesperson)
15.05.06	Identify other opportunities to market athlete (autograph signings, charitable work, camps, speaking engagements, etc.)
15.05.07	Develop sales and promotional material
15.05.08	Identify the agent's role in marketing the athlete
15.06.00	**Sell tickets**
	Key Indicators-Specialty:
15.06.01	Examine ticket sales policies/strategies in various sports operations
15.06.02	Compare ticket pricing for separate target markets
15.06.03	Determine the elements included in a ticket (lettering, colors, graphics, seat information, pricing)
15.06.04	Scale the house
15.06.05	Identify prices for each level
15.06.06	Identify available discounts
15.06.07	Research target audiences for each ticket range
15.06.08	Identify special benefits of each range
15.06.09	Explain personal seat licenses in sports
15.06.10	Create brochure describing ticket inventory
15.06.11	Use effective sales strategies to sell by telephone
15.06.12	Close sale
15.06.13	Follow-up as needed
15.06.14	Maintain database for tracking sales
15.06.15	Determine vehicle(s) for selling tickets
15.06.16	Identify ticket sales strategies (mix of complimentary tickets and tickets sold) for various team goals (revenue, attendance)
15.06.17	Design ticket packages/promotions
15.06.18	Discuss how tickets are used in sponsorship packages

16.00.00 Event Marketing Operations

16.01.00 Plan events

Key Indicators-Specialty:

16.01.01	Generate ideas for new events
16.01.02	Conduct comprehensive needs assessments and feasibility studies
16.01.03	Select an event idea
16.01.04	Structure an event-planning schedule
16.01.05	Identify and prioritize event goals and objectives
16.01.06	Prepare a budget
16.01.07	Create proposals and agreements
16.01.08	Present proposals and agreement
16.01.09	Develop creative elements including décor and entertainment
16.01.10	Develop logistics/operations plan
16.01.11	Establish the rules of operations
16.01.12	Develop a site plan
16.01.13	Implement a plan meeting Americans with Disabilities requirements
16.01.14	Analyze registration and admissions
16.01.15	Plan security

16.02.00 Host an event

Key Indicators-Specialty:

16.02.01	Identify key sport event stakeholders, athletes, participants, sponsors, spectators, and media partners
16.02.02	Sell sponsorships
16.02.03	Implement systems for marketing
16.02.04	Implement a hospitality program
16.02.05	Implement volunteer strategies
16.02.06	Register participants
16.02.07	Work with officials and sanctioning bodies
16.02.08	Implement an awards ceremony
16.02.09	Evaluate the event

17.00.00 Related Business Skills: Technology

17.01.00 Analyze the role of technology in business

Key Indicators-Foundation:

17.01.01	Explain the benefits and drawbacks of technological advancements
17.01.02	Research future trends in technology
17.01.03	Determine current technology needs for various types of businesses
17.01.04	Identify the impact of technology on business
17.01.05	Integrate technology into every applicable business process
17.01.06	Use technological tools (e.g., graphic design, advanced Internet skills)

17.02.00 Reproduce documents

Key Indicators-Foundation:

17.02.01	Determine best reprographics method for given job
17.02.02	Maintain reprographic equipment
17.02.03	Select paper according to reprographic requirements
17.02.04	Troubleshoot equipment problems

17.03.00	**Create spreadsheets for business applications**	
	Key Indicators-Foundation:	
17.03.01	Gather information needed to create usable spreadsheet files according to company needs	
17.03.02	Follow written and/or oral instructions and specifications for preparing spreadsheets	
17.03.03	Integrate spreadsheet files with other application software	
17.03.04	Perform special spreadsheet functions (e.g., products, summations, percentages)	
17.04.00	**Create databases for business applications**	
	Key Indicators-Foundation:	
17.04.01	Gather information needed to create usable database files according to company needs	
17.04.02	Follow written and/or oral instructions and specifications for preparing databases	
17.04.03	Integrate database files with other application software	
17.04.04	Perform special database functions (e.g., merge, sort, purge, query, report)	
17.05.00	**Create word-processed documents for business applications**	
	Key Indicators-Foundation:	
17.05.01	Follow written and/or oral instructions and specifications for preparing word processing files	
17.05.02	Create documents in accordance with established company format and style (e.g., letter, resumes, memorandums, newsletters, manuscripts, and reports)	
17.05.03	Integrate word-processing files with other application software	
17.05.04	Perform special word-processing functions (e.g., borders, shading, columns, tables)	
17.06.00	**Perform desktop-publishing functions for business applications**	
	Key Indicators-Foundation:	
17.06.01	Create a document using desktop-publishing functions	
17.06.02	Import data	
17.06.03	Scan images	
17.06.04	Produce a publication	

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